



## ***Supported Employment Fidelity Review***

### ***Center for Life Management***

On Site Review Dates: July 11 & 12, 2017

Final Report Date: July 25, 2017

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## **ACRONYMS**

ACT - Assertive Community Treatment  
BMHS - NH Bureau of Mental Health Services  
CMHC - Community Mental Health Center  
CSP - Community Support Program  
DHHS - Department of Health and Human Services  
DHMC - Dartmouth Hitchcock Medical Center  
EBP - Evidence-Based Practice  
ES - Employment Specialist  
MH - Mental Health  
MH Tx Team - Mental Health Treatment Team  
NH - New Hampshire  
NHH - New Hampshire Hospital  
PSA - Peer Support Agency  
QA - Quality Assurance  
QIP - Quality Improvement Program  
SAS - Substance Abuse Specialist  
SE - Supported Employment  
SMI - Severe Mental Illness  
SPMI - Severe and Persistent Mental Illness  
TL - Team Leader  
Tx - Treatment  
VR - Vocational Rehabilitation

## **SUMMARY**

Christine Powers, LICSW and David Lynde, LICSW from Dartmouth Hitchcock Medical Center conducted an SE Fidelity Review at the Center for Life Management on July 11 – 12, 2017. The Center for Life Management SE team is based out of the Derry, NH office. The Center for Life Management has a significant history of providing SE services since 2005.

Center for Life Management's SE team consists of one SE team leader, and 3 full time Employment Specialists. The Employment Specialists work with clients on 2 integrated treatment teams: Assertive Community Treatment (ACT) team and Community Support Program (CSP) team. It is clear that Center for Life Management understands the philosophy of Supported Employment. CLM noticeably values the SE program and holds the SE program to high expectations. The SE team leader has been with the program for years, providing significant leadership combined with experience.

## **METHODOLOGY**

The reviewers are grateful for the professional courtesies and work invested by the Center for Life Management staff in developing and providing these activities as part of SE fidelity review process.

The sources of information used for this review included:

- Reviewing SE client charts
- Reviewing documents regarding SE services
- Reviewing data from the SE team
- Observation of SE Supervision Meeting
- Observation of Integrated Team Meeting
- Observations of SE services being carried out in the community
- Interviews with the following: Members of the Executive Leadership Team, SE Supervisor, Employment Specialists, Medication Prescriber, other CMHC staff, and a person from NH Vocational Rehabilitation services
- Interviews with SE clients

**KEY**☒ = In effect☐ = Not in effect**REVIEW FINDINGS AND RECOMMENDATIONS**

The following table includes: Fidelity items, numeric ratings, rating rationale, and recommendations. Ratings range from 1 to 5 with 5 being highest level of implementation.

#	Item	Rating	Rating Rationale	Recommendations
	STAFFING			
1	Caseload Size	4	3.0 Employment Specialists are currently serving 75 clients in SE services. The ratio of clients to employment specialists is 23.3 : 1	CLM is keeping the employment specialists' caseloads close to the recommended maximum of 20 active clients. The agency should develop a way to monitor the demand for SE services and have a plan for when to add another employment specialist.
2	Employment Services Staff	5	Employment Specialists provide SE services 100% of the time	CLM provides the clear expectation that employment specialists focus only on providing SE services, maintaining this expectation will be important to sustaining SE services well at CLM.
3	Vocational Generalists	5	Employment specialists carry out a full range of SE activities with clients including: <input checked="" type="checkbox"/> engagement <input checked="" type="checkbox"/> completing vocational profiles <input checked="" type="checkbox"/> developing employment goals <input checked="" type="checkbox"/> job search <input checked="" type="checkbox"/> job development and <input checked="" type="checkbox"/> follow along supports for employed clients.	Employment specialists at CLM provide the full range of SE activities to clients. It will be important for the agency to continuously monitor how many clients actually receive job development provided by the employment specialist only when requested by clients.

#	Item	Rating	Rating Rationale	Recommendations
ORGANIZATION				
1	Integration of Rehab w/MH Tx through team assignment	5	Employment specialists receive their referrals from two "treatment teams" at CLM, one is the CSP adult treatment team and the other is the ACT treatment team.	
2	Integration of Rehabilitation w/Mental Health Treatment through frequent contact	4	<input checked="" type="checkbox"/> Employment specialist attends weekly mental health treatment team meetings. <input checked="" type="checkbox"/> Employment specialist participates actively in treatment team meetings with shared decision-making. <input checked="" type="checkbox"/> Employment services documentation (i.e., vocational assessment/profile, employment plan, progress notes) is integrated into client's mental health treatment record. <input checked="" type="checkbox"/> Employment specialist's office is in close proximity to (or shared with) their mental health treatment team members. <input type="checkbox"/> Employment specialist helps the team think about employment for people who haven't yet been referred to supported employment services.	<p>CLM is to be commended for the multiple strategies the agency has put in place for effective communication and collaboration between SE services and members of the CSP treatment team. The agency uses a creative "open door" policy that facilitates client-centered discussions with CSP treatment team members and employment specialists. The agency also uses strategies in their electronic medical record to assure effective communication among team providers. It is clear that all members of the team are invested in clients' employment goals. Psychiatrists consistently check in with clients about work.</p> <p>While this host of strategies appears to work well for clients already in SE services, it does not provide a regular forum for the employment specialists to advocate for SE services at team meetings of clients not already in SE services.</p>
3	Collaboration between Employment Specialist & Vocational Rehabilitation Counselor	5	The "local" vocational rehabilitation counselor and the SE team leader both indicated that the SE team and the vocational rehabilitation counselor meet regularly once a month to discuss shared referrals and common clients. The SE team and the vocational rehabilitation counselor all describe their working relationship as positive and helpful to clients.	Continue the positive working relationship and regular meeting structure with vocational rehabilitation.

#	Item	Rating	Rating Rationale	Recommendations
4	Vocational Unit	5	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> At least 2 full time employment specialists and a team leader form an employment unit</li> <li><input checked="" type="checkbox"/> Weekly client-based group supervision based on the supported employment model in which strategies are identified</li> <li><input checked="" type="checkbox"/> Job leads are shared</li> <li><input checked="" type="checkbox"/> They provide coverage for each other's caseloads when needed</li> </ul>	The SE vocational unit at CLM is well established. The employment specialists and the SE team leader meet on a regular weekly basis as a team. Continuing this effective structure will be important to sustaining SE services well at CLM.
5	Role of Employment Supervisor	4	<p>The SE supervisor carries out the following supervision functions:</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> They are responsible for supervising 3 employment specialists</li> <li><input checked="" type="checkbox"/> They conduct weekly SE team meetings</li> <li><input checked="" type="checkbox"/> They work to assure integration with different treatment teams</li> <li><input type="checkbox"/> The SE supervisor takes an active role in training, and providing field mentoring for new SE staff</li> <li><input checked="" type="checkbox"/> The SE supervisor regularly reviews the employment rate of clients in the SE program and establishes new goals for increasing that employment rate.</li> </ul>	<p>The SE team leader at CLM is highly regarded across the agency. Several staff and clients described the SE team leader as being passionate, committed to employment, continuously active and highly dedicated to SE services.</p> <p>One noted area for improvement is in the area of the SE team leader providing field mentoring and demonstrations regarding job development with potential employers. While all employment specialists indicated they had been in the field with the SE team leader, the majority of employment specialists reported they have not yet spent time in the field observing the SE team leader providing job development with employers or having the SE team leader observe and give feedback about their job development strategies and skills. The newest employment specialist has been with the SE program for about 2 months and has not had the chance of being in the community with the SE supervisor, which would be vital to her development as a new employment specialist.</p>

#	Item	Rating	Rating Rationale	Recommendations
6	Zero Exclusion Criteria	5	SE services at CLM appear to be provided to a wide variety of clients without any exclusion criteria.	A wide variety of staff members at CLM described good referrals to SE as including a broad range of clients from those with an interest in employment without specific goals, to those wanting to continue working on their career paths. Staff members were well aware that clients should be referred to SE based on their own interest in looking at how employment might fit with their own recovery process.
7	Agency Focus on Competitive Employment	4	<p>Agency promotes competitive work through multiple strategies:</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Agency intake includes questions about interest in employment.</li> <li><input checked="" type="checkbox"/> Agency includes questions about interest in employment on all annual (or semi-annual) assessment or treatment plan reviews.</li> <li><input checked="" type="checkbox"/> Agency displays written postings (e.g., brochures, bulletin boards, posters) about working and supported employment services, in lobby and other waiting areas</li> <li><input checked="" type="checkbox"/> Agency supports ways for clients to share work stories with other clients and staff (e.g., agency-wide employment recognition events, in-service training, peer support groups, agency newsletter articles, invited speakers at client treatment groups, etc.) at least twice a year.</li> <li><input type="checkbox"/> Agency measures rate of competitive employment on at least a quarterly basis and shares outcomes with agency leadership and staff.</li> </ul>	<p>CLM promotes competitive employment through multiple strategies and media methods. For example, the agency featured a story in their annual report about a successful SE client. The agency is commended for their continuous efforts to provide SE services to clients who are not able to obtain Medicaid through a variety of funding mechanisms including a recent special grant to serve Veterans and family members of Veterans in SE. The agency has committed to using funds from an upcoming fund raising event to promote “wellness” services at CLM, which includes SE services.</p> <p>Recommendations in this area include two things:</p> <ol style="list-style-type: none"> <li>1. Though CLM does provide multiple ways for staff to hear client stories, the agency should consider developing specific ways for clients who are not yet in SE to hear success stories from clients who are already in SE services. Examples may include having a client employee of the month or having a panel of employed SE clients speaking to clients not yet in SE.</li> <li>2. While the agency does gather data on the employment rate of clients in the SE program and does share this with staff, the agency does not yet compile and disseminate data about the employment rate for all clients in adult CSP for staff.</li> </ol>

#	Item	Rating	Rating Rationale	Recommendations
8	Executive Team Support for SE	5	<ul style="list-style-type: none"> <li>☑ Executive Director and Clinical Director demonstrate knowledge regarding the principles of SE</li> <li>☑ Agency QA process includes an explicit review of the SE program, or components of the program, at least every 6 months through the use of the Supported Employment Fidelity Scale or until achieving high fidelity, and at least yearly thereafter. Agency QA process uses the results of the fidelity assessment to improve SE implementation and sustainability.</li> <li>☑ At least one member of the executive team actively participates at SE leadership team meetings (steering committee meetings) that occur at least every six months for high fidelity programs and at least quarterly for programs that have not yet achieved high fidelity. Steering committee is defined as a diverse group of stakeholders charged with reviewing fidelity, program implementation, and the service delivery system. Committee develops written action plans aimed at developing or sustaining high fidelity services.</li> <li>☑ The agency CEO/Executive Director communicates how SE services support the mission of the agency and articulates clear and specific goals for SE and/or competitive employment to all agency staff during the first six months and at least annually (i.e., SE kickoff, all-agency meetings, agency newsletters, etc.). This item is not delegated to another administrator.</li> <li>☑ SE program leader shares information about EBP barriers and facilitators with the executive team (including the CEO) at least twice each year. The executive team helps the program leader identify and implement solutions to barriers.</li> </ul>	<p>The executive leadership team at CLM is well versed in SE services. All members of the team are also aware of how SE works and the strengths and challenges of the SE program. Staff indicated they most often hear about the value of SE services from the SE team leader and sometimes hear about the importance of SE services and employment from the CEO.</p> <p>The support of the executive team most likely plays a critical role in the agency's commitment to find ways to fund SE services for clients who are not eligible for Medicaid.</p>

#	Item	Rating	Rating Rationale	Recommendations
	SERVICES			
1	Work Incentive planning	4	<p>The SE team leader has received a one-day training regarding some basics of some of the work incentive programs available for clients who are receiving disability benefits. The SE team leader has provided some of this information to other staff at CLM including the employment specialists. While this type of training is useful for the success of SE services, it does not replace helping clients to access full comprehensive work incentive planning services from a specially trained provider.</p> <p>Several clinical records, information from multiple staff members, and information from multiple clients shows that SE clients are frequently instructed to “know how much you can earn without effecting your benefits.” While this method of staying under substantial gainful activity (SGA) is one strategy for working with benefits, it is not the only strategy and keeps a limit on how much clients can earn and how self-independent clients can become when using the multiple work incentive programs available through the Social Security Administration.</p>	It is important for CLM to identify specially trained providers who can develop comprehensive work incentive reports and options for clients who are receiving disability benefits so that clients can make informed decisions about benefits and income with comprehensive and multiple options. Such services may be found at Granite State Independent Living, as one example.
2	Disclosure	5	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Employment specialists do not require all clients to disclose their psychiatric disability at the work site in order to receive services.</li> <li><input checked="" type="checkbox"/> Employment specialists offer to discuss with clients the possible costs and benefits (pros and cons) of disclosure at the work site in advance of clients disclosing at the work site. Employment specialists describe how disclosure relates to requesting accommodations and the employment specialist's role communicating with the employer.</li> <li><input checked="" type="checkbox"/> Employment specialists discuss specific information to be disclosed (e.g., disclose receiving mental health treatment, or presence of a psychiatric disability, or difficulty with anxiety, or unemployed for a period of time, etc.) and offer examples of what might be said to employers.</li> </ul>	

#	Item	Rating	Rating Rationale	Recommendations
			<input checked="" type="checkbox"/> Employment specialists discuss disclosure on more than one occasion (e.g., if clients have not found employment after two months or if clients report difficulties on the job.)  The CLM SE team regards disclosure as a client choice, and presenting SE clients with options of how to use “disclosure” seems to be a topic of regular discussion.	
3	Ongoing, Work-based Vocational Assessment	4	<input checked="" type="checkbox"/> Developing the vocational profile occurs over 2-3 sessions and information is documented on a vocational profile that includes preferences, experiences, skills, current adjustment, strengths, personal contacts, etc. <input checked="" type="checkbox"/> The vocational profile is used to identify job types and work environments <input type="checkbox"/> The vocational profile is updated on a regular basis <input checked="" type="checkbox"/> Employment specialists help clients learn from each job experience and also work with the treatment team to analyze job loss, job problems and job successes	It appears that CLM has used a few different versions of the vocational profile according to records reviewed –some written and some electronic, while some resumes were titled as vocational profiles. Most all of the clients had a vocational profile in their record; however, many of the vocational profiles were several years old without any indication of the vocational profiles being updated with job starts, job changes or job losses. Updating this information based on client experiences with employment is critical for continuity and remaining client-centered.
4	Rapid Job Search for Competitive Employment	5	The SE team at CLM helps clients to meet in-person, with or without the SE specialist present, with potential employers in a rapid fashion without any artificial delays or requirements to prove work readiness.	
5	Individualized Job Search	4	For most clients in SE, it does appear that the employment specialists do follow each person’s goals for employment, based on staff and client interviews. However, when reviewing records, there were no individual plans for employment that were located. Some client choices about employment goals were listed in their records; however, many employment goals were very non-specific and repeated, for example, “As a result of this intervention client will integrate to possibility of employment into treatment by working with his SE counselor to develop employment goals.”	The SE team at CLM should use a standard form for indicating each individual client’s employment goals that are specific, clear and has the date for each change. This might be done using an “individual employment plan.” These goals should always indicate what the client’s specific employment goals and preferences are and should be updated frequently and consistently. This form provides the person-centered direction for SE services.

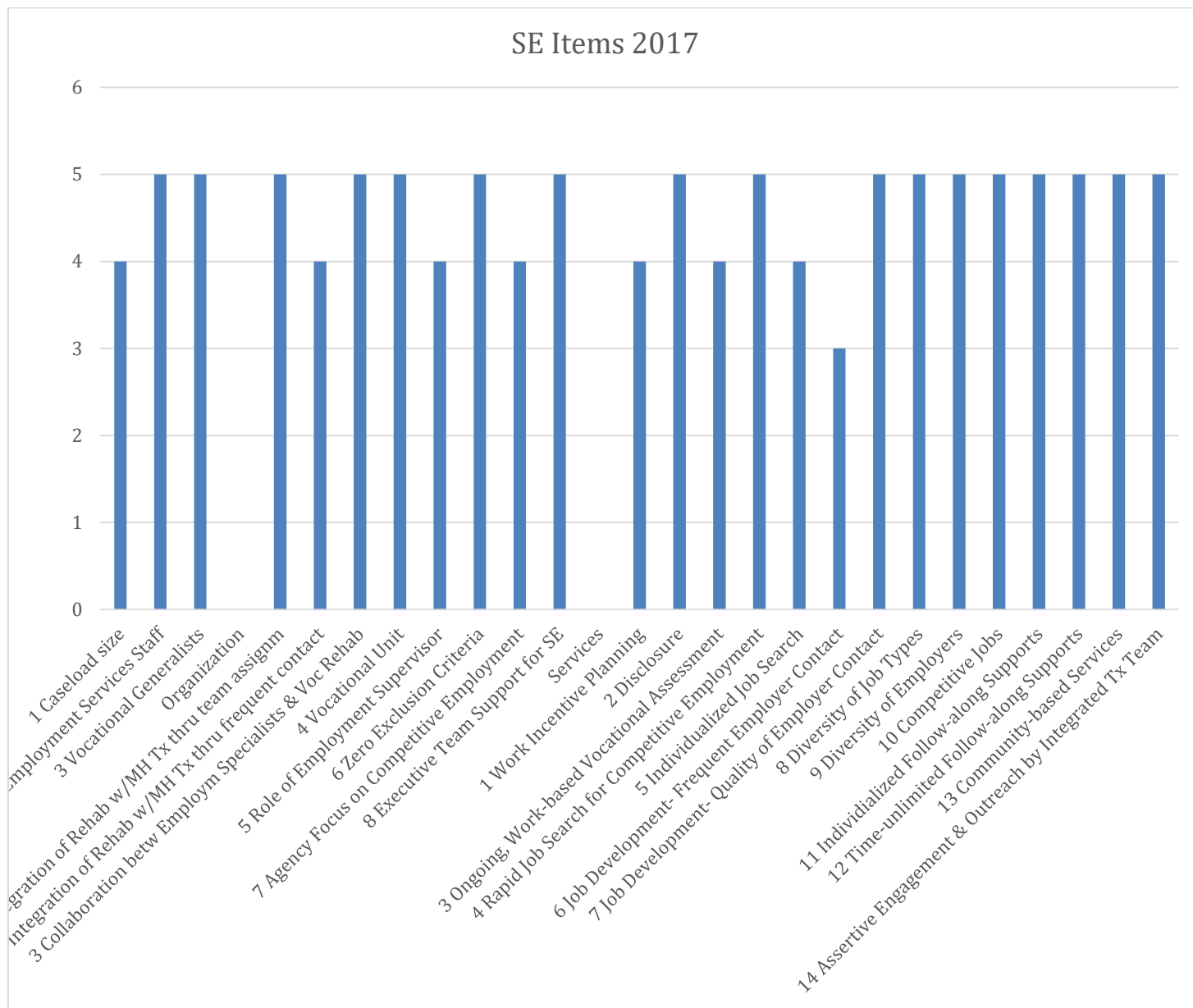
#	Item	Rating	Rating Rationale	Recommendations
6	Job Development - Frequent Employer Contact	3	The area of job development was consistently cited as the area that would benefit most from quality improvement by multiple sources. The CLM SE team does provide job development services on behalf of some clients when requested. The agency does have a way to enter information into the clinical record when job development activities do occur. The SE team, however, does not use an easily accessible job development log for employment specialists to be readily informed about job development plans or activities with employers in the community. The majority of employment specialists stated they did not have a quick and documented way to be informed of what employers their colleagues visited in the community recently or what the next steps are with such employers. The majority of employment specialists indicated that it is suggested they carry out 6 employer contacts per week, but their actual number of employer contacts varies and is not closely monitored. They do not receive direct feedback about the number of employer contacts they are making on a regular basis.	The SE team at CLM would benefit from the use of a job development log that contains readily accessible and current information about job development activities with all employers and includes next steps for each employer. This would also provide a mechanism for routine monitoring and feedback regarding the fidelity expectation that employment specialists are making 6 employer contacts to develop relationships with employers on a regular and consistent basis.
7	Job Development - Quality of Employer Contact	5	<input checked="" type="checkbox"/> Employment specialist builds relationships with employers through multiple visits in-person that are planned to learn the needs of the employer, convey what the SE program offers to the employer, describe client strengths that are a good match for the employer.	When the SE team meets with employers in the community, it is clear they promote the SE program, while being sensitive to employer needs, client-employer matches, and client preferences and strengths. These quality contacts will be even more helpful when they can happen more consistently and be shared more readily with all employment specialists.
8	Diversity of Job Types	5	Employment specialists assist clients to obtain different types 92% of the time.  When reviewing clients who obtained a job from Jan 2017 forward, only 2 clients had the same job title: Peer support specialist.	CLM's continued efforts to make a good job match based on client preferences will likely continue to yield many different job types.

#	Item	Rating	Rating Rationale	Recommendations
9	Diversity of Employers	5	<p>Employment specialists assist clients to obtain jobs with different employers 100% of the time.</p> <p>When reviewing clients who obtained a job from Jan 2017 forward, all clients had different employers.</p>	CLM's continued efforts to make a good job match based on client preferences will likely continue to yield a diversity of employers.
10	Competitive Jobs	5	<p>Employment specialists provide options for permanent competitive jobs 100% of the time.</p> <p>All jobs noted or discussed seem to be permanent, pay at least minimum wage, and not set aside for people with disabilities.</p>	CLM's continued education to staff about EBP SE philosophies will assist in maintaining the understanding of competitive employment.
11	Individualized Follow-along Supports	5	<p>Employed clients appear to receive different types of follow along supports for jobs that are based on client preference, needs, and history. The SE team makes employers' needs and preferences a priority as well. It appears that employment specialists are comfortable with different types of assistance, including but limited to accommodations, mediation, and education / certification. Employment specialists also seem to use the treatment team as a resource.</p>	
12	Time-unlimited Follow-along supports	5	<p>The CLM SE staff provides support to clients when starting a job, ending a job, and/or needing support about work. Employment specialists seem to consistently meet with clients face-to-face for these supports, while providing a pace and level of service that is "meeting the client where they're at."</p>	

#	Item	Rating	Rating Rationale	Recommendations
13	Community Based Services	5	<p>Employment specialists spend 88% or more of total scheduled work hours in the community.</p> <p>Two employment specialists work a total of 35 hours per week, with 4 of these hours being office / meeting based. One employment specialist works a total of 30 hours per week, with 4 of these hours being office / meeting based.</p> <p>The CLM SE team provides SE services face-to-face with clients in multiple different community settings. Noted places for meetings included employment location, coffee shops, library, and client homes. CLM provides the SE staff multiple resources to carry out these services in the community, including but not limited to electronic devices and car detailing.</p>	The agency's support and enthusiasm about SE and community-based services is evident. The continued support and provided resources for SE staff will be imperative for this momentum to endure.
14	Assertive Engagement & Outreach by Integrated Team	5	<p>Evidence that all 6 strategies for outreach and engagement are used:</p> <ul style="list-style-type: none"> <li>☑ Service termination is not based on missed appointments or fixed time limits</li> <li>☑ Systematic documentation of outreach attempts</li> <li>☑ Engagement and outreach attempts made by integrated team members</li> <li>☑ Multiple home/community visits</li> <li>☑ Coordinated visits by employment specialist with integrated team member</li> <li>☑ Connect with family when applicable</li> </ul>	

CLM SE Score Sheet 2017	
Item	Rating
1 Caseload size	4
2 Employment Services Staff	5
3 Vocational Generalists	5
1 Integration of Rehab w/MH Tx thru team assignment	5
2 Integration of Rehab w/MH Tx thru frequent contact	4
3 Collaboration between ES & VR	5
4 Vocational Unit	5
5 Role of Employment Supervisor	4
6 Zero Exclusion Criteria	5
7 Agency Focus on Competitive Employment	4
8 Executive Team Support for SE	5
1 Work Incentive Planning	4
2 Disclosure	5
3 Ongoing, Work-based Vocational Assessment	4
4 Rapid Job Search for Competitive Employment	5
5 Individualized Job Search	4
6 Job Development- Frequent Employer Contact	3
7 Job Development- Quality of Employer Contact	5
8 Diversity of Job Types	5
9 Diversity of Employers	5
10 Competitive Jobs	5
11 Individualized Follow-along Supports	5
12 Time-unlimited Follow-along Supports	5
13 Community-based Services	5
14 Assertive Engagement & Outreach by Integrated Team	5
TOTAL	116

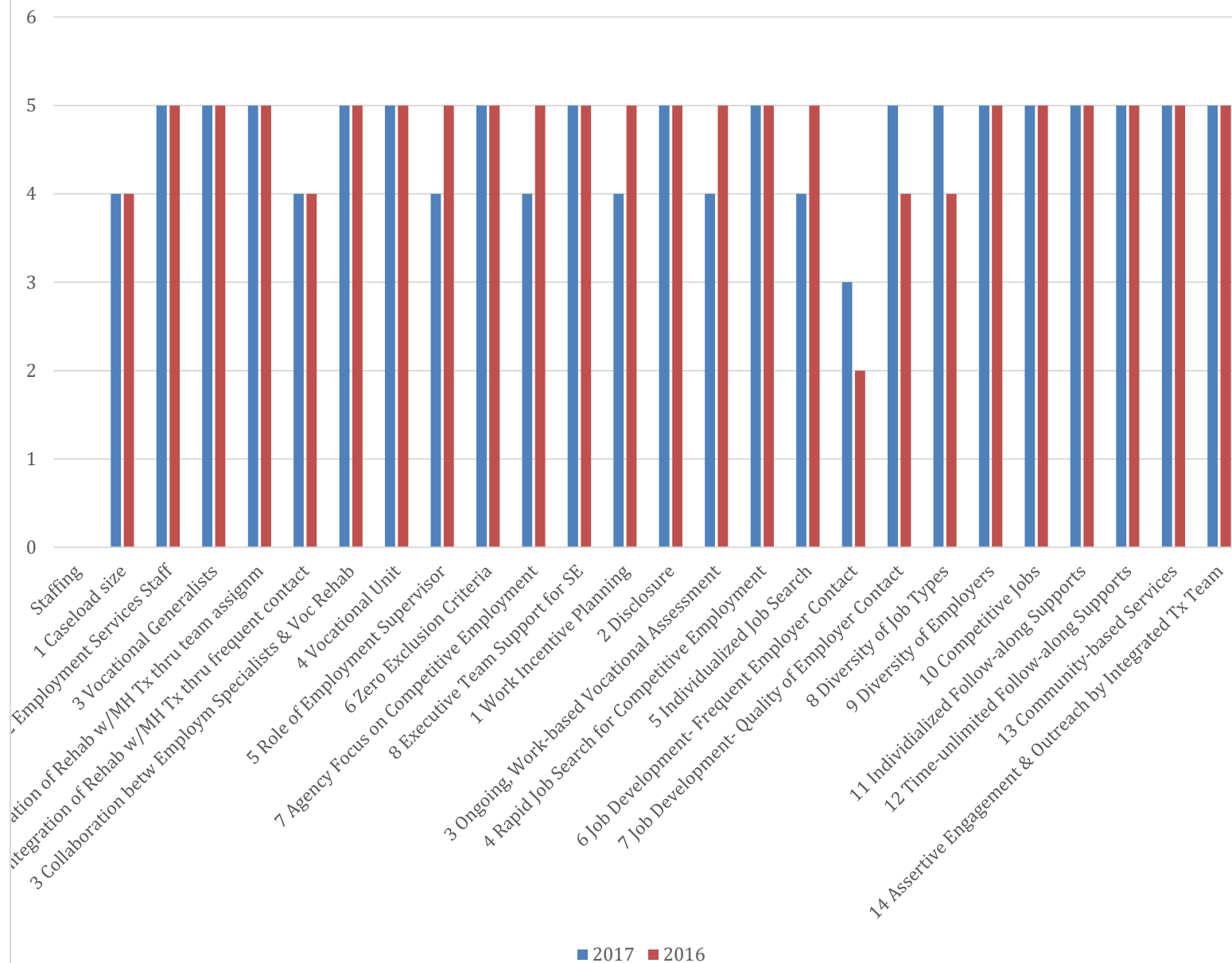
115 – 125 = Exemplary Fidelity
100 - 114 = Good Fidelity
74 – 99 = Fair Fidelity
73 and below = Not Supported Employment



CLM SE Score Sheet 2 Year Comparisons	2017	2016
Item	Rating	Rating
1 Caseload size	4	4
2 Employment Services Staff	5	5
3 Vocational Generalists	5	5
1 Integration of Rehab w/MH Tx thru team assignment	5	5
2 Integration of Rehab w/MH Tx thru frequent contact	4	4
3 Collaboration between ES & VR	5	5
4 Vocational Unit	5	5
5 Role of Employment Supervisor	4	5
6 Zero Exclusion Criteria	5	5
7 Agency Focus on Competitive Employment	4	5
8 Executive Team Support for SE	5	5
1 Work Incentive Planning	4	5
2 Disclosure	5	5
3 Ongoing, Work-based Vocational Assessment	4	5
4 Rapid Job Search for Competitive Employment	5	5
5 Individualized Job Search	4	5
6 Job Development- Frequent Employer Contact	3	2
7 Job Development- Quality of Employer Contact	5	4
8 Diversity of Job Types	5	4
9 Diversity of Employers	5	5
10 Competitive Jobs	5	5
11 Individualized Follow-along Supports	5	5
12 Time-unlimited Follow-along Supports	5	5
13 Community-based Services	5	5
14 Assertive Engagement & Outreach by Integrated Team	5	5
TOTAL	116	118

115 – 125 = Exemplary Fidelity
100 - 114 = Good Fidelity
74 – 99 = Fair Fidelity
73 and below = Not Supported Employment

SE 2017 & 2016 Items



NH Department of Health and Human Services  
Bureau of Mental Health Services

**SE Fidelity Quality Improvement Plan Template**  
**Center for Life Management**

Location: ☐ Center For Life Management

Date: 8/8/2017

**SE Fidelity Area in Need of Improvement:** S5: Role of Employment Supervisor

**SE Fidelity Baseline:** ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5

**Improvement Target:** ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☒ 5 by 3/1/8 (date)

**Improvement Strategies** (select all that apply):

☐ Policy change ☐ Practice change ☐ Process change ☒ Workforce Development  
☐ Infrastructure improvement ☐ Other \_\_\_\_\_

**Action Plan** (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
SE Supervisor will provide field mentoring and demonstration on job dev. w/ potential employers	Improved self confidence of SE specialists to complete job dev. activities	8/8/17	3/1/18	Amy SE Team Leader

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**SE Fidelity Area in Need of Improvement:** SO 1: Work Incentives Planning

**SE Fidelity Baseline:** ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5

**Improvement Target:** ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☒ 5 by 3/1/18 (date)

**Improvement Strategies** (select all that apply):

☐ Policy change   ☐ Practice change   ☐ Process change   ☒ Workforce Development  
☒ Infrastructure improvement   ☐ Other \_\_\_\_\_

**Action Plan** (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Webinar on benefits and work incentives for SE team and ACT case managers	Improve knowledge/understanding of all work incentives available to consumers	8/8/17	3/1/18	SE Specialists and adult case managers
Connect with GSIL to express interest in grant for work incentives	Offer consumers work incentive reports	8/8/17	10/1/17	Amy, SE Team Leader

NH Department of Health and Human Services  
Bureau of Mental Health Services

**SE Fidelity Area in Need of Improvement:** SO6: Job Development: Frequent Employer Contact

**SE Fidelity Baseline:** ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

**Improvement Target:** ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 3/1/18 (date)

**Improvement Strategies** (select all that apply):

☐ Policy change    ☐ Practice change    ☐ Process change    ☒ Workforce Development  
☐ Infrastructure improvement    ☐ Other \_\_\_\_\_

**Action Plan** (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
SE Team Leader provide direct feedback during weekly supervision regarding number of employer contacts they achieved in previous week	Identify any barriers faced when providing job development to maintain and increase number of employer contacts per week	8/8/17	3/1/18	Amy SE Team Leader

Include additional forms if needed.



STATE OF NEW HAMPSHIRE  
DEPARTMENT OF HEALTH AND HUMAN SERVICES  
*DIVISION FOR BEHAVIORAL HEALTH*  
*BUREAU OF MENTAL HEALTH SERVICES*

Jeffrey A. Meyers  
Commissioner

Katja S. Fox  
Director

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October 17<sup>th</sup>, 2017

Steve Arnault, VP of Clinical Services, Quality, and Improvement .  
Center for Life Management  
101 Tsienneto Road  
Derry, NH 03038

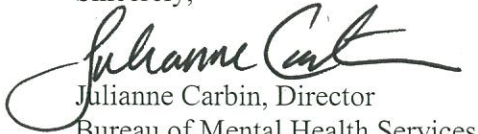
Dear Mr. Arnault,

The New Hampshire Department of Health and Human Services, Bureau of Mental Health Services, received Quality Improvement Plan submitted on August 8<sup>th</sup>, 2017 that was in response to the SE Fidelity Review conducted by the Dartmouth Hitchcock consultants on August 11<sup>th</sup>, 2017 through August 12<sup>th</sup>, 2017. I am happy to inform you that this QIP has been accepted. At the Department's discretion, information and documentation may be requested to monitor the implementation and progress of the quality improvement areas identified for incremental improvement.

Please contact Lauren Quann if you have any questions regarding this correspondence, process questions, or ongoing support needs at 603-271-8376, or by e-mail: [Lauren.Quann@dhhs.nh.gov](mailto:Lauren.Quann@dhhs.nh.gov).

Many thanks for your dedication to provide quality services to individuals and families in your region. We greatly look forward to our continued work together.

Sincerely,

  
Julianne Carbin, Director  
Bureau of Mental Health Services  
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Lauren Quann, Administrator of Operations  
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Enclosures:  
CC: Karl Boisvert, Diana Lacey